

IMPLEMENTING A SHARED YOUTH VISION: SELF-ASSESSMENT TOOLS

Overview

To assist states and local Collaboratives¹ implement a Shared Youth Vision², the U.S. DOL has commissioned the development of a set of self-assessment tools. The purpose of these tools is to help states and local areas identify key outcomes and indicators to measure their progress

toward meeting stated goals and objectives for a Shared Youth Vision. These tools are not monitoring tools, nor do they describe a mandated or preferred path of implementation. In fact, states and local Collaboratives are

encouraged to modify these tools according to their own implementation strategies by adding, modifying and/or deleting indicators and outcomes as needed. Four tools are available to help states and local areas track their progress toward a Shared Youth Vision. These tools are:

The mission of the Shared Youth Vision Partnership is to serve as a catalyst at the national, state and local levels to strengthen coordination, communication and collaboration among youth-serving agencies to support the neediest youth and their healthy transition to successful adult roles and responsibilities.

1. **A Sample Shared Youth Vision Logic Model** to describe the broader relationships between potential interim and long-term outcomes of a state or local initiative, including the roles and responsibilities of the Collaborative, activities and expected youth outcomes. State and local Collaboratives are encouraged to adapt the model for their own purposes.
2. **A State Checklist** to help state officials identify and prioritize actions to support local success. The checklist identifies sample action items for each phase of implementation of a shared Youth Vision: initiation phase, planning phase, implementation phase and sustain/enhance phase.
3. **A Local Assessment Tool** to help local areas identify and prioritize sample outcomes toward building, operating and integrating a Shared Youth Vision Collaborative. This tool includes relevant indicators to measure those outcomes.

¹ “Collaboratives” in this context are defined as partners that have come together to implement a Shared Youth Vision.

² The Shared Youth Vision initiative was developed in response to the White House Task Force Report on Disadvantaged Youth (2003). Since then, partners at the federal, state and local levels have committed to an interagency approach for meeting the needs of the nation’s most vulnerable youth. Guided by a shared “Youth Vision,” these partners have begun to implement innovative approaches to enhance the quality of services delivered, to foster cost-effectiveness and improve opportunities for youth to successfully transition to adult roles and responsibilities. States and local areas can assess their progress in meeting their goals of building and operating a Youth Vision Collaborative (partners that have come together to implement a Shared Youth Vision) and integrating an effective youth service delivery system.

4. **A Shared Youth Vision Outcome Indicators Worksheet** to help state and local Collaboratives identify participant outcomes that are relevant to core federal partners involved in the Shared Youth Vision initiative. As a first step for local use, partners will want to include federal partner representatives as part of the Collaborative, add those that have no federal equivalent and eliminate those that are not part of the collaborative. Use this worksheet in conjunction with the Local Assessment Tool to complete Outcome No. 7.

Steps to Use these Tools

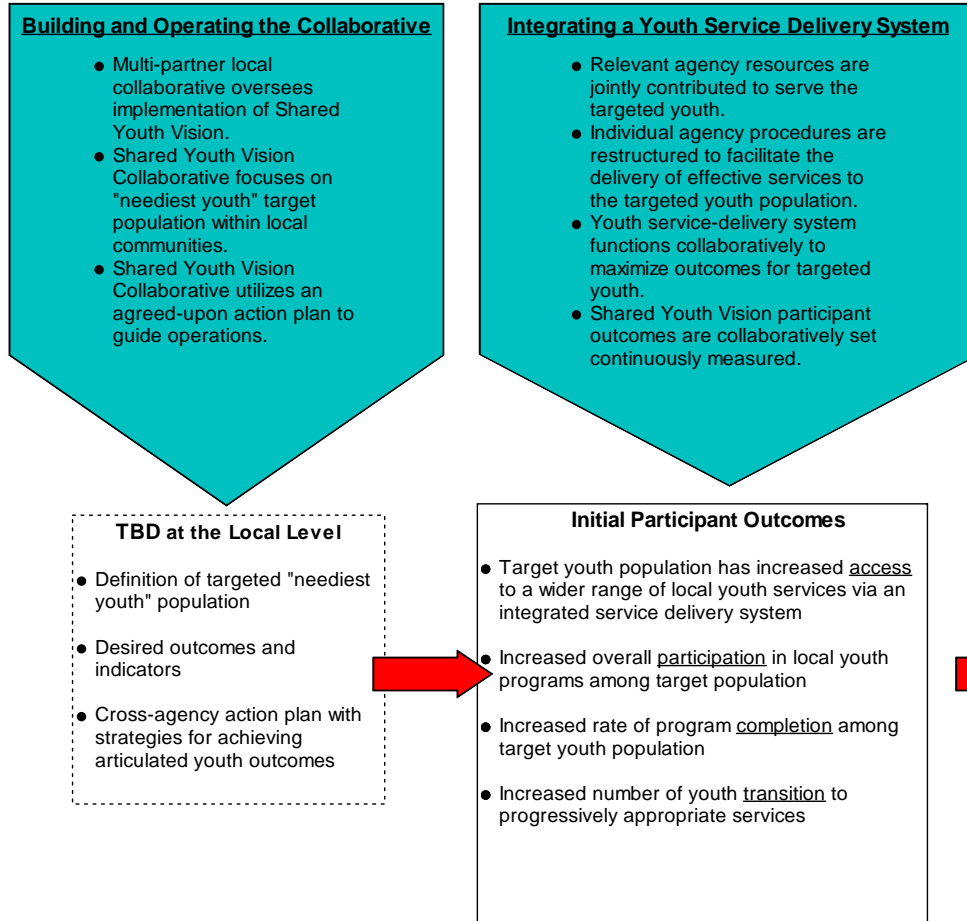
There are several steps to use these tools at the state and local levels:

1. Review tools with your key leadership team.
2. Modify or eliminate State Checklist items or local outcomes/indicators that do not align with your implementation goals and strategies.
3. Add State Checklist items or local outcomes/indicators needed to reflect your implementation goals and strategies.
4. Determine who will complete the tool(s) and whether it will be completed separately or jointly among the partners.
5. If the tool(s) is (are) completed separately, consider how the results will be consolidated, agreed upon and a common assessment determined.
6. Distribute the completed tools among partners to solicit input and gain buy-in.
7. Consider how the tools can be integrated in a continuous improvement and action planning process.

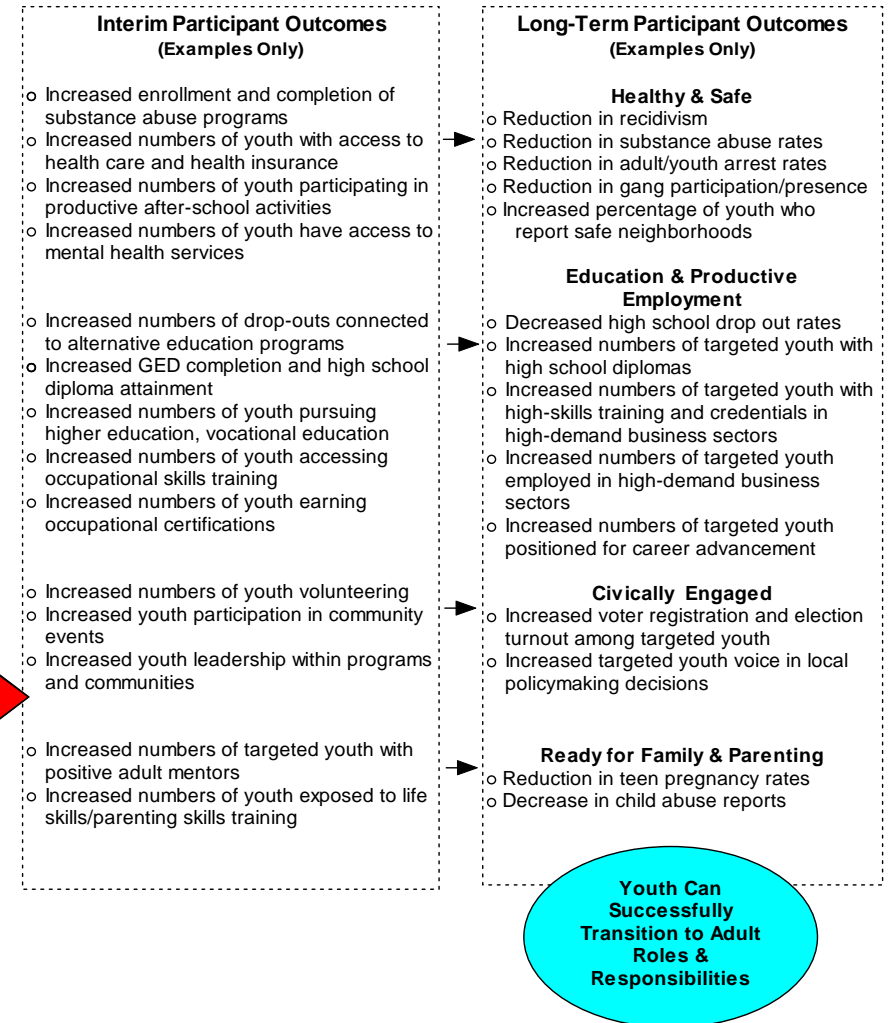
For more information on the Shared Youth Vision, please visit the U.S. DOL's website, <http://www.doleta.gov/ryf/> or contact your U.S. DOL regional office representative.

1. Shared Youth Vision Logic Model: Relationship Between Process & Participant-Level Outcomes

Shared Youth Vision Implementation Outcomes



Outcomes TBD at the Local Level



SHARED YOUTH VISION IMPLEMENTATION: 2. A STATE CHECKLIST

The State Checklist is designed to help state officials consider actions they can take to empower and support local areas to collaboratively implement a Shared Youth Vision. Such actions should be designed to enable local success by (1) forming a state Collaborative to address collaboration issues at the state level and remove regulatory and policy obstacles, (2) taking state actions, including providing technical assistance and (3) providing policy guidance as appropriate. The State Checklist includes suggested indicators for each of these three major action items so states can track their progress implementing a Shared Youth Vision. Tracking the state's progress will enable partners in the state collaborative to identify their successes and gaps moving forward.

Using This Tool

This tool contains suggested action items that states can take to support local success. Modify the suggested action items by adding relevant actions or deleting those that are not relevant. Examine each action item to assess your state's progress toward achieving that action. A four-point scale representing the phases of an ongoing development process is provided to help you assess progress. For each indicator, identify the place on the scale that best reflects your current effort and circle the number. The priority for action on any indicator can be ranked as high, medium or low by circling A, B or C in the far right column.

The four-point scale is based on the following definitions:

1. ***Initiation Phase:***
The Collaborative has discussed this indicator but has not started planning.
2. ***Planning Phase:***
The Collaborative is engaged in a planning process to agree upon the steps necessary to move forward on this indicator.
3. ***Implementation Phase:***
The Collaborative has completed planning and is in the process of implementing strategies to achieve this indicator.
4. ***Sustain/Enhance Phase:***
Strategies have been fully implemented. The Collaborative is managing for sustainability and further enhancement of this indicator.

After rating your Collaborative's progress on each of the indicators, develop some goals and/or next steps for making greater progress. The items that you may have flagged as a "priority for immediate action" may guide you in this last step.

Shared Youth Vision Implementation: A State Checklist						
Please indicate what phase of implementation you believe your state to be in regarding each of the actions listed. Also indicate the level of priority for each action. (Add additional indicators or actions as needed.)	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action	Comments
Forming of State Collaborative						
1. State convenes key agency and other stakeholder leaders who embrace and commit to implementing the Shared Youth Vision (henceforth called the State Collaborative).	1	2	3	4	A B C	
2. State Collaborative seeks the endorsement of the governor for the Shared Youth Vision.	1	2	3	4	A B C	
3. State Collaborative adopts a governing and operational structure that includes staff, resources and authority to take necessary actions to effectively implement the Shared Youth Vision and designates a lead entity for fiscal and administrative matters.	1	2	3	4	A B C	
Action at the State Level						
4. State Collaborative identifies/maps relevant state policies, programs and procedures and commits to adjusting and aligning them as needed to facilitate local implementation of the Shared Youth Vision.	1	2	3	4	A B C	
5. State Collaborative identifies resources from each partner to support operations of the Collaborative and local implementation of the Shared Youth Vision.	1	2	3	4	A B C	
6. State Collaborative provides financial support for planning and piloting local efforts.	1	2	3	4	A B C	

<p>Please indicate what phase of implementation you believe your state to be in regarding each of the actions listed.</p> <p>Also indicate the level of priority for each action. (Add additional indicators or actions as needed.)</p>	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action	Comments
7. State Collaborative commits to measuring participation and outcomes for targeted youth population; building capacity for public reporting and analysis; measuring progress toward the Shared Youth Vision goals	1	2	3	4	A B C	
8. State Collaborative identifies, establishes or promotes pathways connecting programs and services for targeted youth that enable them to achieve short and long outcomes.	1	2	3	4	A B C	
9. State Collaborative develops and promotes policies that lead to closer coordination of public education from primary through postsecondary levels with social services and workforce and economic development programs.	1	2	3	4	A B C	
State Providing Guidance and Support for Action at the Local Level						
10. State Collaborative assesses baseline performance levels and establishes specific objectives and guidelines for implementing the Shared Youth Vision at the local level.	1	2	3	4	A B C	
11. State Collaborative articulates its expectations and criteria for strengthening and linking youth program services at the local level.	1	2	3	4	A B C	
12. State Collaborative provides for technical assistance and opportunities for peer learning and support: e.g., on-site technical assistance; workshops; and facilitation of cross-site meetings or electronic communications.	1	2	3	4	A B C	
13. State Collaborative rewards successful performance by using incentive funds to motivate improvements and achievement of Shared Youth Vision goals.	1	2	3	4	A B C	

Please indicate what phase of implementation you believe your state to be in regarding each of the actions listed. Also indicate the level of priority for each action. (Add additional indicators or actions as needed.)	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action	Comments
14.	1	2	3	4	A B C	
15.	1	2	3	4	A B C	
16.	1	2	3	4	A B C	
17.	1	2	3	4	A B C	
18.	1	2	3	4	A B C	
19.	1	2	3	4	A B C	

SHARED YOUTH VISION IMPLEMENTATION: 3. A LOCAL ASSESSMENT TOOL

The following tool was specifically developed to aid members of local Shared Youth Vision Collaboratives assess their progress toward implementing a Shared Youth Vision. By rating progress along a continuum of key implementation outcomes, the intention is to create opportunities for local Collaboratives to self-identify both areas of strength and areas that may require greater focus going forward. State-level partners can also use this tool as a means to identify how best to strategically foster and support progress at the local level.

As captured in the box to the right, the tool focuses on seven key implementation outcomes that address two main themes and overall actions:

- ❖ Building and Operating the Shared Youth Vision Collaborative, and
- ❖ Integrating a Youth Service-Delivery System.

For each of the seven outcomes, several indicators of progress are presented as core actions that indicate progress toward achieving the outcome. These indicators are presented as a suggestive list, and they may be modified or deleted and/or additional indicators may be included to better reflect the specific implementation activities taking place.

SHARED YOUTH VISION IMPLEMENTATION OUTCOMES

Building and Operating the Shared Youth Vision Collaborative

- Multi-partner local collaborative oversees implementation of Shared Youth Vision.
- Shared Youth Vision Collaborative focuses on “neediest youth” target population within local communities.
- Shared Youth Vision Collaborative utilizes an agreed-upon action plan to guide operations.

Integrating a Youth Service Delivery System

- Relevant agency resources are jointly contributed to serve the targeted youth.
- Individual agency procedures are restructured to facilitate the delivery of effective services to the targeted youth population.
- Youth service-delivery system functions collaboratively to maximize outcomes for targeted youth.
- Shared Youth Vision participant outcome goals are collaboratively set and continuously measured.

Using This Tool

To use the following tool, for each outcome, examine each indicator to assess your Collaborative’s progress toward achieving that outcome. A four-point scale representing the

phases of an ongoing development process is provided to help you assess progress. For each indicator, identify the place on the scale that best reflects your current effort and circle the number. The priority for action on any indicator can be ranked as high, medium or low by circling A, B or C in the far right column.

The four-point scale is based on the following definitions:

1. **Initiation Phase:**
The Collaborative has discussed this indicator but has not started planning.
2. **Planning Phase:**
The Collaborative is engaged in a planning process to agree upon the steps necessary to move forward on this indicator.
3. **Implementation Phase:**
The Collaborative has completed planning and is in the process of implementing strategies to achieve this indicator.
4. **Sustain/Enhance Phase:**
Strategies have been fully implemented. The Collaborative is managing for sustainability and further enhancement of this indicator.

After rating your Collaborative's progress on each of the indicators within an outcome, consider whether any *additional* indicators of progress should be included. Then, take a moment to evaluate your Collaborative's overall progress towards achieving the outcome, and develop some goals and/or next steps for making greater progress. The items that you may have flagged as a "priority for immediate action" may guide you in this last step.

**Shared Youth Vision Implementation:
A Local Assessment Tool**

I. Building and Operating the Shared Youth Vision Collaborative

Outcome No. 1:

Multi-partner local collaborative oversees implementation of the Shared Youth Vision.

Indicators of progress:	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action
1. Relevant agency and non-agency partners identified and actively participating (i.e., government, tribal, nonprofits, private sector, foundations, employers, youth, etc.) with senior leaders/staff involved.	1	2	3	4	A B C
2. Consensus among partners on shared values, principles, focus and mission of the Shared Youth Vision Collaborative.	1	2	3	4	A B C
3. Formal agreements outlining specific roles and responsibilities of each partner and overall governance structure used to guide decision-making and operations.	1	2	3	4	A B C
4. Commitment made to track participant outcomes and to set benchmarks for improvement.	1	2	3	4	A B C
5. Shared funds and/or in-kind resources identified and used to support Shared Youth Vision Collaborative activities (e.g., staffing, branding, marketing, etc.)	1	2	3	4	A B C
6. Shared Youth Vision Collaborative mission embraced by broader community including political, business and community leaders.	1	2	3	4	A B C
	1	2	3	4	A B C
Accomplished to date in this area:					
Goals/next steps to accomplish this outcome:				By:	
1.					
2.					
3.					

Outcome No. 2:

Shared Youth Vision Collaborative focuses on “neediest youth” target population within local communities.

Indicators of progress:	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action		
1. Consensus on criteria for defining the “neediest youth” target population.	1	2	3	4	A B C		
2. Target population defined and agreed upon based on data-driven analysis-mapping opportunities, barriers and needs.	1	2	3	4	A B C		
3. Consensus on key needs and assets of the defined target population, and agreement on service improvements required to better serve population.	1	2	3	4	A B C		
4. Additional relevant partners and broader community committed to addressing target population as part of the Shared Youth Vision Collaborative.	1	2	3	4	A B C		
	1	2	3	4	A B C		
	1	2	3	4	A B C		
	1	2	3	4	A B C		
Accomplished to date in this area:							
Goals/next steps to accomplish this outcome:				By:			
1.							
2.							
3.							

Outcome No. 3: Shared Youth Vision Collaborative utilizes an agreed-upon action plan to guide operations.					
Indicators of progress:	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action
1. Identification of existing local delivery system's assets, barriers, gaps and duplication that affect efforts to serve target youth population (e.g., using process mapping), including state/federal barriers.	1	2	3	4	A B C
2. Consensus by Shared Youth Vision Collaborative on action plan to achieve the effective delivery of services across multiple systems serving the targeted youth.	1	2	3	4	A B C
3. Input and endorsement of Shared Youth Vision Collaborative action plan by community stakeholders, including targeted youth.	1	2	3	4	A B C
4. Resources provided, and timelines and roles/responsibilities established for implementing Shared Youth Vision Collaborative action plan items.	1	2	3	4	A B C
5. Process established for reviewing and assessing implementation of the Shared Youth Vision Collaborative actions.	1	2	3	4	A B C
6. Collaborative has communication channels in place for responding to challenges and/or emerging opportunities related to Shared Youth Vision Collaborative actions.	1	2	3	4	A B C
	1	2	3	4	A B C
Accomplished to date in this area:					
Goals/next steps to accomplish this outcome:				By:	
1. 2. 3.					

II. Integrating a Youth Service-Delivery System

Outcome No. 4

Relevant agency resources are jointly contributed to serve the targeted youth.

<i>Indicators of progress:</i>	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action
1. Relevant agencies prioritize resources, services or slots to serve the target youth population.	1	2	3	4	A B C
2. Cost sharing/allocation plan in place to support improved service delivery.	1	2	3	4	A B C
3. Resources identified and aligned for necessary support services.	1	2	3	4	A B C
4. Community and other local stakeholder resources provided across agency partners to enhance service efforts for targeted youth.	1	2	3	4	A B C
5. Cross-agency efforts coordinated to pursue additional joint grants.	1	2	3	4	A B C
	1	2	3	4	A B C
	1	2	3	4	A B C

Accomplished to date in this area:

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Goals/next steps to accomplish this outcome:

By:

1.
2.
3.

Outcome No. 5:

Individual agency procedures are restructured to facilitate the delivery of effective services to the targeted youth population.

	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action
Indicators of progress:					
1. Intake criteria and procedures coordinated and aligned so that the targeted youth population can access appropriate services regardless of point of entry into the system.	1	2	3	4	A B C
2. Confidentiality restrictions and barriers adjusted to facilitate cross-agency sharing of client-level data.	1	2	3	4	A B C
3. Assessment and individual service plans of targeted youth shared with relevant agencies.	1	2	3	4	A B C
4. Each respective agency's supports and related services made available to partner agencies.	1	2	3	4	A B C
5. Follow-up and transition actions across all partner agencies executed for all target population participants.	1	2	3	4	A B C
	1	2	3	4	A B C
	1	2	3	4	A B C
Accomplished to date in this area:					
Goals/next steps to accomplish this outcome:			By:		
1. 2. 3.					

Outcome No. 6:

Youth service-delivery system functions collaboratively to maximize outcomes for targeted youth.

	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action
Indicators of progress:					
1. Unified outreach campaign implemented to inform and connect youth with services across multiple agencies.	1	2	3	4	A B C
2. Service providers are cross-trained to become familiar with the scope of available youth services.	1	2	3	4	A B C
3. Strategies in place for increasing cross-agency referrals and/or co-enrollment.	1	2	3	4	A B C
4. Cross-agency system developed to share individual service plans and/or information on individual client needs and progress.	1	2	3	4	A B C
5. Ongoing communication among cross-agency teams to ensure youth needs are met with the full array of available services.	1	2	3	4	A B C
6. Cross-agency tracking and follow-up to ensure that youth do not fall through the service cracks.	1	2	3	4	A B C
	1	2	3	4	A B C
Accomplished to date in this area:					
Goals/next steps to accomplish this outcome:				By:	
1. 2. 3.					

Outcome No. 7:
Shared Youth Vision participant outcome goals are collaboratively set and continuously measured.

	Initiation Phase	Planning Phase	Implementation Phase	Sustain/Enhance Phase	Priority for Action
Indicators of progress:					
1. Consensus on desired outcomes for targeted youth population.	1	2	3	4	A B C
2. Relevant existing data sources identified (and/or system for collecting additional data developed).	1	2	3	4	A B C
3. Continuous evaluation of progress toward outcomes, with specified timeline for reporting.	1	2	3	4	A B C
4. Strategies in place for improving or adjusting actions and services related to key outcomes and indicators.	1	2	3	4	A B C
	1	2	3	4	A B C
	1	2	3	4	A B C
	1	2	3	4	A B C
Accomplished to date in this area:					
Goals/next steps to accomplish this outcome:					
					By:
1. 2. 3.					

4. Shared Youth Vision Long-Term Outcome Indicators Worksheet

		Civic and Community Engagement				Employment, Higher Education				Safety and Health				Family and Parenting			
	Measures/Rates ↓	Volunteering	Participation in community events	Voting Registration/turnout	Providing community service	Entered Employment	Literacy/Numeracy	Graduation/ Certificate/ HS Dipl/GED	Entered advanced training/ higher ed	Recidivism	Substance abuse	Youth delinquency	Youth in poverty	Permanent placement for foster care youth	Teen birth rates	Age at first marriage	Child abuse/neglect
Federal partner	Local partner																
DOL																	
DOE (Voc Ed)																	
HHS (TANF)																	
HHS (SAMHSA)																	
DOJ/ OJJDP																	
DOT																	
SSA																	
HUD																	
CNS																	
DOA																	

For a complete list of Federal Partners of the Shared Youth Vision Initiative, see the reverse.

Partial Source: Indicators of Child, Family, and Community Connections; [Office of the Assistant Secretary for Planning and Evaluation U.S. Department of Health and Human Services: http://aspe.hhs.gov/hsp/connections-charts04](http://aspe.hhs.gov/hsp/connections-charts04)

Federal Partners of the Shared Youth Vision Initiative

DOL	U.S. Department of Labor <ul style="list-style-type: none"> • Business Relations Group (BRG) • Indian and Native American Programs (INAP) • Division of Youth Services (DYS) • Office of Disability Employment Policy (ODEP)
DOE	U.S. Department of Education <ul style="list-style-type: none"> • Office of Elementary and Secondary Education (OESE) • Office of Elementary and Secondary Education (OESE), Office of Indian Education • Office of Special Education and Rehabilitative Services (OSERS) • Office of Vocational and Adult Education, Division of Adult Education and Literacy (OVAE)
HHS	U.S. Department of Health and Human Services <ul style="list-style-type: none"> • Administration for Children and Families (ACF) • Substance Abuse and Mental Health Services Administration (SAMSHA)
DOJ	U.S. Department of Justice <ul style="list-style-type: none"> • Office of Justice Programs • Office of Juvenile Justice and Delinquency Prevention (OJJDP), Office of Policy Development
DOT	U.S. Department of Transportation <ul style="list-style-type: none"> • Federal Transit Administration • United We Ride
SSA	U.S. Social Security Administration <ul style="list-style-type: none"> • Office of Program Development and Research (SSA/OPDR)
HUD	U.S. Department of Housing and Urban Development <ul style="list-style-type: none"> • Office of Public Housing Investment, Public and Indian Housing
CNS	The Corporation for National and Community Service
DOA	U.S. Department of Agriculture <ul style="list-style-type: none"> • Cooperative State Research Education, and Extension Service (CSREES) • National 4-H Headquarters